CEB CIO Leadership Council

IT Strategic Workforce Planning Roadmap
Twelve Steps to Effective Strategic Workforce Planning

Our study into *The Future of Corporate IT 2013–2017* describes how the nature of work is changing, the five opportunities this presents for IT, and their implications for IT roles and talent.

Ninty-Seven Pecent of IT staff will be affected as IT responds to the opportunities in the new work environment. But despite these changes, most IT organizations are unprepared. Without the right talent, they will fail to execute business objectives. But at a time of increased competition for hiring the best talent, recruitment alone will not suffice. To stay ahead of the curve, IT executives should move beyond reactive annual staffing processes toward a long-term **strategic workforce plan.**

This roadmap is an excerpt from our full **IT Strategic Workforce Planning Handbook**—a comprehensive guide of customizable tools and templates that you can use to quickly build your own workforce plan.

❯ **Contact Us to Learn More:**

☎ +1-866-913-8101

✉ CIO.Support@executiveboard.com

💻 www.executiveboard.com/IT

Understand Change Drivers

Identify Impact on IT Talent

1. Identify IT Implications of Business Strategy

Translate high-level corporate goals into IT objectives, and map current IT capabilities to these objectives.

2. Analyze External Trends

Analyze external factors and macro-level workforce trends that may impact the business and IT talent pipeline.

3. Identify Competency and Skill Requirements

Derive talent implications from the IT objectives to prepare for changes in the IT workforce plan.

4. Identify IT Role Shifts

Highlight critical current and future skills and roles, and map the competencies that drive high performance to these roles.

12. Create Development and Training Plans

Invest in strengthening the competencies and skills to build the next generation of world-class IT professionals.

Strategic Workforce Plan Defined

A strategic workforce plan is a long-term blueprint to ensure workforce optimization—a holistic strategy encompassing recruiting, developing, managing, retaining, and redeploying talent to maximize the effectiveness of both the current and future workforce in light of strategic business priorities.

5. Define Outsourcing Potential

Define which skills and roles can be outsourced to calibrate the allocation of internal and external resources.

11. Design a Succession Strategy

Identify talented leaders, and provide development experiences to help them take up future leadership positions.

6. Assess Your Current Team

Evaluate core competencies and strategy-critical skills to understand the strengths and weaknesses of the IT organization.

10. Identify HIPOs

Identify and communicate with high-potential employees to motivate and develop them for future leadership positions.

9. Proactively Source Candidates

Evaluate diverse sourcing channels and design the steps IT will take to proactively generate qualified leads.

8. Create an Attractive EVP

Explicitly communicate core drivers of the IT employment value proposition (EVP) to competitively hire and retain talent.

7. Forecast Openings

Identify attrition risk and predict new openings to ensure the timely and effective development and acquisition of talent.

Build the Best Talent

Attract the Best Talent

Diagnose Talent Gaps